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Factors Affecting Consumers Switching Decision "A Field Study on (Itihad Al-Itisalat (Mobily) Consumers in Tabok"

By

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Dedication

I dedicate this thesis to my parents who imparted so much into my life during my youth . Your enduring love, support, and understanding which have served as a priceless value.

Ghazi Hael Al Anzi

Acknowledgments

I wish to acknowledge those who helped me through preparation of this thesis. I would like to thank my supervisor **Dr. FAHED KHATIB** for his concern encouragement guidance and support**.** Moreover, I would like to thank all those consumers who helped me in completing the questionnaires.

Ghazi Hael Al Anzi

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Abstract

Factors Affecting Consumers Switching Decision
"A Field Study on Itihad Al-Itisalat (Mobily) Consumers in Tabok"

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This study aimed to investigate the factors that affect consumer switching decision in Saudi Mobile industry. The factors were divided to two main sets : the switching motives that include (satisfaction, core service failure , employees response to service failure, service failure treatment, inconvenience, pricing and competitors attractiveness), while the second set was the switching barriers that include (switching costs, credibility value congruence , rational value and lack of attractiveness). A self administrated questionnaire was distributed over a sample amounting 615 consumers of Mobily company in Tabok city. The study results indicate that switching motives had an impact on switching customer decision. The results also indicate that the switching barriers factors also had an impact on Switiching decision on switching decision.

Study findings have important implications for Saudi mobile service providers, who can benefit from the research results for the purpose of consumers retention.

Keywords: Consumer Switching behavior, switching motives, switching barriers.

الملخص

العوامل المؤثرة على سلوك تحول الزبائن

دراسة ميدانية على زبائن شركة موبايلي في مدينة تبوك بالمملكة العربية السعودية

غازي العنزي

جامعة مؤتة 2011

هدفت هذه الدراسة الى التعرف على العوامل المؤثرة على قرار زبائن شـركة (اتحاد الاتصالات) موبايلي بمدينة تبوك في المملكة العربية السعودية وقد تم تقسيم هذه العوامل الى مجموعتين، حوافز التحول والتي تشتمل على (رضا الزبائن، فشل الخدمة الأساسية، ردود فعل الموظفين، معالجة فشل الخدمة، السعر، عدم الملائمـة وجـذب المنافسين) اما المجموعة الثانية فقد تمثلت بموانع او معيقات التحول والتي اشتملت على (تكاليف التحول، المصداقية، التطابق، قلة البدائل الجذابة وقيمة العلاقة الشخصية)

وقد استخدمت الدراسة اسلوب الاستبانة المصممة ذاتيا حيث تم توزيعهـا علـى (615) عميلا من عملاء شركة موبايلي في مدينة تبوك في المملكة العربية الـسعودية، وقد أشارت نتائج الدراسة الى ان حوافز التحول تؤثر على قرار التحول لدي العميـل كما اشارت النتائج الى ان معوقات التحول تؤثر ايضا قرار التحول لدى العميل

لنتائج هذه الدراسة تطبيقات مهمة بالنسبة لمقدمي خدمات الهـاتف النقـال فـي المملكة العربية السعودية اذ يمكنهم الاستفادة منها في التعرف على طـرق الاحتفـاظ بعملائهم.

Chapter One
Introduction

1.1 Study Background

Consumers' switching decision has a devastating impact on market share and profitability (Keaveney, 1995; Rust & Zahoril, 1993). Diminished consumer loyalty has been making consumer retention a very important issue (Burnham, Frels, & Mahajan, 2003). To keep the current consumers, firms need to know why the consumer switches.

Switching decision has been studied in various areas such as banking service (e.g. Bell, Auh, & Smalley, 2005 and Bansal & Taylor 2002,1999), online shopping and online auctions (Balabins, Reynolds, & Simintiras, 2006), hair styling service (Bansal et al., 2005 Patterson & Smith, 2003 and Jones, Mothersbaugh, & Beatty, 2002), auto repair services (Bansal et al., 2005, Bansal, Irving, & Taylor, 2004, Keaveney, 1995), and leisure choice (Patterson & Smith, 2003 and Lee & Cunningham, 2001;).

Based on the previous studies, factors that might influence consumers' switching decision include service quality failures (e.g. Keaveney, 1995;), switching costs (e.g. Balabnis et al., 2006 ; Chiu et al., 2005 and Burnham et al., 2003;), attitude towards switching, subjective norms and prior switching behavior (e.g. Bansal, et al., 2005, Bansal, et al.,2004 and Bansal & Taylor, 2002), consumer expertise (e.g. Bell et al., 2005; Capraro, Broniarczyk, & Srivastave, 2003; Sharma & Patterson, 2003), and variety seeking (e.g. Bansal, 2002).

In telecommunication literature, research investigating switching decision is mainly focused on factors that influence consumer's intention to switch service provider (e.g., Shin & Kim, 2007; Sidhu, 2002).
The purpose of this study is to find out the factors that influence consumer to switch from mobile service provider to another.

1.2 Statement of the problem:

Saudi telecommunication industry has grown rapidly in the past few years. Mobile service in Saudi Arabia is witnessing a severe competition due to the existence of many providers, each of which is trying to keep its current customers and in the same time attracting new customers.

Mobily as one of major mobile service providers adopted international standards to satisfy its consumers and prevent them from switching to mobile's competitors. Due to the fact that there are many consumers who switch from mobile service provider to another, the state of problem is to find out the

motives and barriers for switching decisions. Therefore the research problem is to answer the question what are the major factors affecting consumer switching decision? Through answering the following questions

1. What are the motives for switching behavior at mobily?
2. How do these motives impact switching behavior at mobily?
3. What are the main barriers for switching behavior at mobily?

1.3 Objectives of the Study:

The study tries to explain the factors affecting consumers switching behavior at mobily. These objectives are as follows:

1- To identify the factors affecting consumers switching behavior.
2- To find out how consumers view the telecommunication services provided by Mobily.
3- To determine the steps needed to reduce consumers switching level from consumers' point of view.

1.4 Importance of the Study:

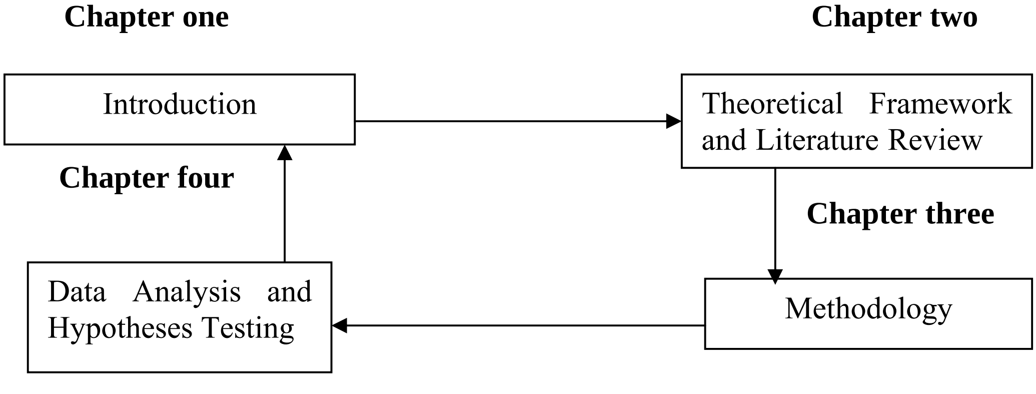
The study is important because it helps in understanding the consumers switching behavior. Moreover the study importance stems from the importance of the sector it deals with, since this sector is deemed one of the largest sectors in Saudi Arabia. The study findings may benefit many concerned parties such as consumers, providers and government departments.

From a practical point, the study develops the necessary tools to measure the factors affecting consumers switching behavior in a practical way, which will eventually benefit the telecommunication sector as a whole, and more specifically Mobily.

1.5 Study Organization

The study is divided into five chapters as shown in fig (1.1)

Figure (1.1)
Study Organization



Chapter one: this chapter presents the study background, problem statement, study importance, study objectives, study variables and study organization.

Chapter two: provides an examination of relevant literature regarding Switiching decisions. The two variables discussed are motives and barriers of Switiching decisions

Chapter three: This chapter presents the research design, research method, population and sampling, data collection method, instrument, variable measurement, analysis techniques, instrument validity and reliability.

Chapter Four: outlines data analysis, sample characteristics, descriptive analyses, and hypothesis testing., and the results of regression analysis used to test the proposed hypothesis, a discussion of the research results, the research limitations and potential implications.

Chapter Two
Literature Review and Previous Studies

2.1 Introduction

In the last few years, the demand for mobile telecommunication services has grown rapidly. The growth in consumers' use of mobile services has been accompanied by an increase in the sophistication of mobile technology devices .Mobile users increasingly use these devices not only for voice communications, but also for computing purposes including internet access, e-mail, text and multimedia transmissions .

This chapter will deal with all related topics regarding the consumer switching behavior , therefore it will discuss the consumer behavior in general then , the switching behavior , and all switching motives , barriers and consumer switching behavior. The chapter will review the related previous studies.

2.2 Literature Review

2.2.1 Consumer switching Intentions

Switching from one provider to another involves a decision from consumer. There are many factors which can affect consumer's decision process, such as incomplete information, experience with prior similar decisions, and frequency of switching within that product/ service category. In addition, it is sometimes challenging for consumers to identify switching behaviors if significant time has elapsed since the behavior occurred, or if switching decision is at a point in the future. (Barron and Erev, 2003)

There is no doubt that understanding consumers switching decisions is important for service providers, especially in mobile telecommunication industry. Since such industry has shown remarkable growth for the last two decades. As the size of the market expands, firms or service providers should set up their own different strategy in order to maintain their market share. It is well known that attracting new consumers is difficult. Therefore, focusing on potential subscribers will be less profitable. Due to current situations it has become more important for firms to keeping customers away from competitors while retaining their own subscribers. To accomplish these objectives, mobile service providers should understand what influences consumer switching. Based on analysis of consumer behavior, they can establish strategies to stimulate switching from competitors and prevent switching to competitors (Jiyoung, 2008, pp 3-4). Moreover understanding consumer switching decisions is also important for policy makers.

Telecommunication services are known to impose switching costs on consumers when they switch service providers. This strategy prevents consumers from changing service providers and taking advantage of better prices or services by competing providers. As a result, the entrance of more providers may not contribute to a more competitive market structure in a market with high switching costs. Higher switching costs increase firm profits by exploiting consumer welfare, especially when firms can artificially create switching costs. So regulators have tried to reduce switching costs for the purpose of encouraging market competition. (Jiyoung, 2008, pp 3-4)

According to Juan et al (2006) customers' switching behavior can be outlined as follows:

(1) processes underlying customer switching decisions;

(2 specific factors that motivate switching;

(3) Heterogeneous nature of the firms' customer base and its relevance in order to analyze the differences between switchers and stayers".

Roost (1999) stated that there are three determinants of switching decisions: pushing determinants (why to switch to another supplier), pulling determinants (why to come back to the original supplier) and sawyers (they do not cause switching by themselves; they can only mitigate or strengthen the switching decision). In this context Bansal et al. (2005), establish a model of customers' switching behavior that identifies the process by which customers decide to switch service providers. They distinguish push, pull and other variables that are central to the switching process. Keaveney (1995) identified eight factors behind customers' switching decisions in service industries, including core service failures, pricing, employee responses to service failures, attraction by competitors, or inconvenience. In addition to the above mentioned variables other studies had identified other determinants of customers' decisions to switch suppliers such as dissatisfaction, perceived quality, awareness of alternatives location and switching costs (Jones et al., 2003).All of mentioned above provide a basic notions regarding the processes and factors that motivate switching decisions. Ganesh et al. (2000) indicated that switchers differ from stayers in some aspects such as satisfaction, involvement and loyalty. While Keaveney and Parthasarathy (2001), reported that the differences are related to attitude, behavior and socio-demographic characteristics.

Customer switching refers to movement of users from one provider to another. In most service contexts, customer switching is associated with negative consequences such as declining market share and poor profitability (Keaveney, 1995). Switching assumes additional significance in mobile context as it has become widespread among mobile users. To control

switching, mobile service providers are increasingly relying on contracts that would lock-in customers for a definite time period. (Braff and Laogue, 2004). In the switching behavior literature, most attention has been paid to the specific factors that motivate switching.

2.2.2 Switiching Factors

Keaveney (1995) identifies eight factors behind customers' switching decisions in service industries, including core service failures, pricing, employee responses to service failures, attraction by competitors, or inconvenience.

Gerrard and Cunningham (2004) found similar factors to Keaveney's pioneering work. Many researcher had identified the following as determinants of customers' decisions to switch suppliers: dissatisfaction (Swinyard and Whitlark, 1994), perceived quality (Rust and Zahoric, 1993), awareness of alternatives (Capraro et al., 2003), location (Jones et al., 2003) and switching costs (Burnham et al., 2003). All these works help to identify the processes and factors that motivate switching decisions, but provide no information about the differences between switchers and stayers.

Julander & Söderlund (2003) argued it is important to distinguish between positive and negative switching barriers, which relate to wanting to be versus having to be in a relationship respectively. They classified switching costs as a negative switching barrier, switching costs lead to customers maintaining a relationship with a supplier that they would prefer not to have.

2.2.3 Switching Motives

This research uses the following motives or incidents

1-Satisfaction:

Customer satisfaction has been a dominant concern among marketers in

measuring their success. The literature supports the view that satisfied customers are willing to buy more products or services, recommend them to others, and are less price-sensitive (Anderson, Fornell, & Azvancheryl, 2004; Homburg, Locate, & Hoyer,2005; Kim et al. 2004).

(Churchill and Suprenant, 1992) defined satisfaction as "a post choice evaluative judgment concerning a specific purchase decision". Taylor and Baker, 1994 defined satisfaction as follows: Overall satisfaction is the consumer's satisfaction with the organization based on all encounters and experiences with that particular organization .(Oliver 's, 1997) definition can be deemed the most widely accepted definition where he defined satisfaction as a function of disconfirmation, which in turn is a function of both expectations and performance.(Kotler, 2000, p. 36) reported that there

is general agreement that: "Satisfaction is a person's feelings of pleasure or disappointment resulting from comparing a product's perceived performance (or outcome) in relation to his or her expectations'. Based on this review, customer satisfaction is defined as the result of a cognitive and affective evaluation, where some comparison standard is compared to the actually perceived performance. If the perceived performance is less than expected, customers will be dissatisfied. On the other hand, if the perceived performance exceeds expectations, customers will be satisfied. Otherwise, if the perceived expectations are met with performance, customers are in an indifferent or neutral stage. Customer satisfaction is regarded as a primary determining factor of repeat shopping and purchasing behavior. The greater the degree to which a consumer experiences satisfaction with a retailer, for instance, the greater the probability the consumer will revisit the retailer (Wong and Sohal, 2003).

Customer satisfaction is an important factor for customer retention but not a sufficient one (Jones, et al. 2000). Evidences exist that switching barriers had direct effect on the customer retention and adjusts the relationship between the customer satisfaction and the customer retention (Lee et al., 2001; Jones, et al. 2001). Recently, researchers have argued that there is a distinction between customer satisfaction as related to tangible products and as related to service experiences. This distinction is due to the inherent intangibility and perishability of services, as well as the inability to separate production and consumption. Hence, customer satisfaction with services and with goods may derive from, and may be influenced by, different factors and therefore should be treated as separate and distinct. (Veloutsou et al., 2005).

Research indicated that consumer satisfaction is main influence in consumer behavior (Beloucif et al., 2004) .But consumer perception of value and pricing influence consumer behavior more than satisfaction (Thomas et al, 2003).

(Yang & Peterson, 2004) measure customer satisfaction in terms of consumers' perceived performance quality of a product or service. Zins, (2001) argues that satisfaction represents more than mere perceived service quality, and should also incorporate overall affective components

2- Core service failure:

Core service failure is deemed one of the major reasons for switching in service sector. Core service failures involve all critical incidents that were due to mistakes or other technical problems with the service itself". (Keaveney, 1995, p. 76).

Customer experience in accurate billing along with failure or delay in correcting errors in time may stimulate switching behavior. In mobile

industry, new services and plans may be introduced from time to time which may lead providers to change their billing systems, which in turn may cause billing problems (Sidu, 2005, p.14). The second aspect of core service failure is service catastrophes, breakdown of core services function of the service company may cause loss consumer in terms of time and money. In mobile industry, time of service restoration, this may create uncertainty atmosphere and create problems for providers' consumers (Taylor, 1994, p60). As an evidence of core service consumers feel that reliable service is an important factor in selecting mobile service provider (Sidu, 2005, p.15).

3- Service encounter failure:

Service encounter failures were defined as personal interactions between customers and employees of service providers firms. Sidhu, (2005, p15) deems this factor as the third most important reason for consumer switching in a service industry. Such failures are related to human factor, for example, employees who treat consumers in rude manner, ignoring their demands not caring and irresponsive may cause dissatisfaction among service provider consumers moreover incompetent employee can contribute and become a main factor to consumer switching.

4--Employees response to service failure:

Employees responses to service failures includes critical switching incidents in which customer switched not because of service failure but because service providers failed to handle the situation appropriately. Here the human factor plays a critical role, for example, if the service providers fail to address or to handle customer's complaint in a proper manner, such failure may lead to switching behaviors. Reluctant response, failure to respond or negative response from an employee is deemed major reasons that cause customer loss. (Sidhu, 2005, p 12).

5- Pricing:

Price relates to decisions and actions associated with establishing provided objectives and policies and determining product prices. Price is a critical component of the marketing mix because customers are concerned about the value obtained in an exchange (Pride and Ferrell, 2006). High price may lead the consumer to switch to other competitor and thus cause a loss of revenue for the organization (Smith et al., 2000). Pricing too low may bring the wrong type of consumer and may affect organizational performance through high support or claims (Smith et al., 2000). Pricing must blend with the goals, culture, and market of the organization and must also provide a perception of value to a consumer in order to influence behavior (Shoemaker, 2003). Product or service price is a key driver in an organization's profitability. There is a great concern in price within an organization between

financial and product departments, as well as with consumers during customer care center calls or surveys (Nagle & Cressman, 2002).

According to (Kotler, 2005) organizations need to include more thought around new concepts and abilities in order to add additional insight into the market. Including knowledge around consumer behavior and perceptions, environmental influences, and competitor activities provides a more detailed view of an organization's true market (Kotler, 2005).

To obtain the information necessary to address these new and evolving influences, organizations must engage more in sophisticated pricing techniques.

Pricing can be divided into high prices, price increases, unfair pricing practices and deceptive pricing practices. Pricing is the third major reason for switching behavior, pricing can be the only factor that motivates switching behavior but in most cases, it is combined with other factors (Sidhu, 2005, p 17).

(Teas and Agarwal, 2000) suggested that there are two tendencies with respect to consumers' perception of the price of the product. The first maintains that consumers regard high prices as a signal of high quality and vice versa while the second, in contrast, Kirmani and Rao (2000) suggests that low prices can also function as a signal of good value for money either case, whether a low price is perceived as low quality or a high price is perceived as abusive, when customers are dissatisfied with the value for money or perceive the price to be unfair, their intention will be to switch suppliers (Homburg et al., 2005).

(Athanassolpoulos, 2000) and (Bansal et al. 2005) show that among the reasons consumers switch suppliers, price-related issues are important.

(Keaveney, 1995) suggests that consumers voluntarily switch suppliers because of their personal dissatisfaction with the price paid.

This dissatisfaction arises when the consumers perceive the price to be unfair or excessively higher than alternative options.

Based on the above, if the pricing practices of any provider are perceived as being unfair, therefore, such perception can motivate the consumer to switch to another provider.

5- Inconvenience:

Inconvenience includes location, opening hours and waiting too long either for an appointment or for delivery Inconvenience is another reason for switching from provider to another one. Inconvenience includes service provider's hours of operation waiting for having an appointment.

Operation hours and store locations are not the major causes of inconvenience in mobile industry, since most of mobile services centers are

opening for at least 15 hours per day. Moreover all mobile services providers have many independent dealers located in different areas in the city which in their turn provide the consumer of some services and which facilitate the consumer visit. It is worth to mention that waiting for services can be deemed as a major cause for switching especially when the consumers do not know how long the waiting time for service will take, (Sidhu, 2005, p19).

Many suggestions were provided to avoid consumers' anger of waiting time, for example, (Taylor, 1994, p 60) indicated that "filling time can reduce the anger and uncertainty felt by the waiting client". Some providers offer consumer music of their choice, research indicates that consumers pay less attention to the delay when they are occupied with something else. One of the other options to avoid consumers' anger and dissatisfaction is to announce the length of delay and the reason of such delay if possible.

6- Attraction by competitors:

Attraction by competitors includes critical switching incidents in which customers told stories about switching to better service providers rather than from an unsatisfactory provider .All service providers are trying to attract new consumers to their networks through offering them large discounts, promotional tone-bound free calling. (Sheth and Parvatiyar, 1995) affirm that consumers' fundamental motive for choosing only some of the available alternatives is to reduce the complexity of the purchase process, and thereby facilitate information processing. (Jones et al. 2000) show that alternative attractiveness does not directly influence repurchases intention, but instead acts as a moderating variable.

(Patterson and Smith, 2003) commented that the existence of alternatives is a key factor in defining dependence. So, if consumers are either unaware of attractive alternatives or simply doe not perceive them as any more attractive than the current relationship, then they are likely to stay in that relationship, even when it is less than satisfactory (Patterson and Smith, 2003).

Table (2.1)
A summary of The Literature Review Regarding Motives that Impact Customer Switching Decision[*]

Author (s) Year	Title	Country/ Sample	Purpose	Major finding
Dong and Won (2008)	Forecasting customer switching intention in mobile service: An exploratory study of predictive factors in mobile number portability.	USA	The study aims to identify variables that contribute to customers' switching in the mobile market.	The findings indicate that customer satisfactions, and switching barriers had the most significant influence. The mobile number portability in the U.S. mobile market is intended to play an important role in lowering switching costs which can increase the level competition among providers.
Kathleen (2007)	The effect of pricing strategy on consumer behavior in the personal insurance industry.	USA	The study aimed to investigate the degree of relationship between pricing strategies and the consumer behaviors of retention and loyalty.	The study found a positive and significant relationship between consumer self perception of pricing strategies and retention.
Carmen et al (2007)	Analyzing firms' failures as determinants of consumer switching intentions: the effect of moderating factors.	Spain	The study aimed to provide evidence of customer switching intentions as complex phenomenon involving a series of firm actions service quality failures, unfair price, low perceived commitment and anger incidents and factors relating to the	The study results demonstrate the existence of some factors that have a weak influence on the switching intention service quality and company commitment and other factors that have a strong influence and precipitate the consumers' decisions price changes and critical incidents.

[*] This table is derived from the previous studies by the researcher

			purchase situation or the consumer that also play an important role as moderators in the dissolution process.	
Philip and. Barton (2004)	Consumer switching behavior in the Asian banking market.	Singapore	This aimed to identify the types of incidents which cause consumers to switch between banks.	The main findings show that bank switching is strongly influenced by three types of incident: service failures, pricing and inconvenience, with pricing being more influential.
Moon et al (2004)	The effects of customer satisfaction and switching barrier on customer loyalty in Korean mobile telecommunication services.	Korea 350	The study aimed to investigate how customer satisfaction and switching barrier influence customer loyalty. The study also aimed , to identify variables that constitute customer satisfaction and switching barrier.	The study concluded that factors establishing service quality positively affect customer satisfaction. It also revealed that call quality, value-added services and customer support are significant. Moreover the study concluded that factors creating switching costs positively affect customer satisfaction.
Keaveney , 1995	Customer switching behavior in service industries: an exploratory study.		The study aimed to help managers and researchers understand service switching.	The study identifies more than 800 critical behaviors of service firms that customers to switch.

*This table is derived from the previous studies by the researcher

2.2.4 Switching barriers

(Jones et al. 2000) defined switching barrier as any factor that makes it difficult or costly for customers to change providers. Switching barriers are critical to the management of service delivery and product, it is important to understand why dissatisfied customers may or may not switch to other service provider and how the presence of switching barriers can affect the evaluation of a provider's service effort (Yanamandram and White, 2006).

(Following Bansal and Taylor, 1999), define perceived switching barriers as the consumer's assessment of the resources and opportunities needed to perform the switching act, or alternatively, the constraints that prevent the

switching act. (Keaveney's, 1995) critical incident study was one of the first to examine switching barriers as a determinant of customer switching behavior.

(Claus et al, 2003) examined three types of switching barriers: strong interpersonal relationships (the strength of the personal bonds that may develop between the employees of a supplier and the customer), high switching costs (the customers perception of the time, money and effort associated with changing supplier) and attractiveness of alternatives, which refers to whether viable alternatives exist in the market. (Fornell, 1992) provides a list of factors that can constitute such barriers: search costs, transaction costs, learning costs, loyal customer discounts, customer habit, emotional cost, cognitive effort and financial, social and psychological risk

Switching barriers were categorized as follows:

1- Switching Costs

Switching costs refer to "the costs that consumer would have to pay in case of changing service providers" (Sidhu, 2005. p. 26). Switching costs are the additional costs the customer will bear to finish the current relationship and guarantee an alternative one (Yanamandram and White, 2006). In other words, switching costs are "customer perceptions concerning time, money and effort associated to the change in service providers" (Jones et al., 2000, p. 262), or the direct costs that consumers associate to the processes of switching from one provider to another (Burnham et al., 2003).. Patrick and Dimitri, 2008) said that switching costs can be defined as the real or perceived costs that are incurred when changing supplier but which are not incurred by remaining with the current supplier. Barriers to switching can be present due to high switching costs. Switching costs reduce consumer flexibility and lower the pressure exerted by the prospect of consumer migrating to a competitor. Burnham et al., (2003) defined switching costs as those costs that consumers associate with the process of switching from one supplier to another.

(Lee et al. 2001) identify three types of switching costs. The procedural costs, which involve mainly the time and effort spent, consist of economic risk, evaluation, and learning and set up costs. The financial costs consist of financial loss costs and benefits. The relational costs involve psychological or emotional discomfort due to identity loss or linkage breaking. These costs and satisfaction programs contribute with customers' retention rate increase (Lee et al., 2001).

In the telecommunication sector there are a number of critical costs that must be considered when switching. These includes the costs of informing others of the change (friends, colleagues and business associates), the cost of acquiring new lines, cost associated with breaking long standing relationships with a service provider, cost of learning any new procedures in

dealing with the new service provider and cost of finding new service provider with comparable or higher value than the existing firm. Apart from these there is time and psychological effort of facing uncertainty with the new service provider (Dick and Basu, 2001). Consequently, switching cost is more pronounced in mobile telecommunication because mobile telecommunication companies spread high fixed costs over an installed customer base.

(Grzybowski, 2007) estimates the magnitude of switching costs in the U.K. mobile phone service industry. He finds a presence of high switching costs with a conditional legit and multinomial legit model. (Viard, 2007) reaffirms that lower switching costs lead to lower prices and consequently more competitive markets .It is well known that in various markets consumers who have previously purchased from one firm have costs of switching to a competitor's product, even when the two firms' products are identical. Switching costs are available in many markets but their importance is particularly significant in information markets (Chen and Hitt, 2007) Switching costs have important consequences on competition and firm strategy. Since the existence of switching costs allow firms to (1) charge higher prices, (2) reduce product or service quality, (3) create entry barriers and (4) obtain abnormal returns (Farrell and Klemperer, 2007).

(Burnham, et al 2003), classified switching cost as procedural switching costs, financial switching costs, and relational switching costs. These costs were found to be negatively correlated to consumers' intention to switch service providers.

a- Procedural and relational Switching Costs

Procedural switching cost stems from the process of buyer decision-making and the customer's implementation of the decision. The five-stage process entails need recognition, information search, evaluation of alternatives, purchase decision and post-purchase behavior.

Relational switching cost is a perceived cost stemming from social bonds that form in the course of time (for example, staff-customer relations) and the uncertainty and risk associated with switching to an unfamiliar provider (Sharma, 2003).

(Patterson et al. 2001) reported that once established social bonds it placed a formidable barrier to exiting from a relationship.

b-Financial costs

The most obvious switching costs are financial, they usually come in the form of penalty payments for ending a contract .These costs also involves the loss of financially quantifiable resources , benefit loss and monetary loss costs. A common example of these costs is the mobile consumers who have received a subsidy from their chosen network when buying a phone and in

return must pay an exit fee when changing networks before their minimum contract terms ends.

2.2.5 Sources of Switching Costs

There are many sources of switching cost the following are among such sources:

a- Change of telephone number

Mobile number can be a source of switching costs, since number portability gives users the right to keep their phone number when switching from one service provider to another. The absence of this possibility is regarded as one of the most important switching costs within mobile industry, because it causes customers a lot of trouble from having to inform people about their new number and missing valuable calls. (Sidhu, 2005. p. 27).

(Viard, 2007), reported that absence of number portability in the context of mobile telecommunications constitutes an important exit barrier. In many countries users nowadays keep their number when move from one operator to another operator (Patrick and Dimitri, 2008).

Consumer switching mobile operator who has to change his/ her telephone number faces a number of costs. For example, he must inform potential consumers of the number change and potentially miss calls from friends and clients. In addition, correspondents of the consumer have to change the number in their address book and other database records. They also suffer some inconvenience in terms of misdialing on the old number.

b- **Locked handsets**

In several countries consumers are prevented from keeping their mobile telephone when they switch providers either because of the technologies used to provide mobile services or because of software that locks the subscriber identity module (SIM) card in the handset and may prevent the handsets from being used on a competing network (Patrick and Dimitri , 2008). Juan et al (2009) indicated that switching costs in mobile communications are also originated by the impossibility of unlocking handsets. Handsets are often locked by manufacturers at the request of mobile operators to be used exclusively within their networks. Therefore users interested in changing their current operator have to invest in a new handset. In most countries, operators and handset manufacturers have recently been forced to unlock handsets.

c-Reward programs

Other sources of switching costs are reward programs. These programs are an important source of switching costs in many markets. The said programs reward the loyalty of customers with discounts and enhanced services and have been implemented by mobile operators in most countries.

(Hartmann and Viard, 2007) Reward programs constitute an important barrier to switching, because when client change mobile phone suppliers will loose the rewards.

d- Contractual costs

Additionally there are other sources of switching costs. Such costs are not directly related to mobile phone services. These sources are psychological or non economic costs (Burnham et al., 2003). For example contractual or artificial costs deliberately created by firm strategies and time and effort required to properly evaluate the alternatives and take an informed decision (Jones et al., 2002). Some of the switching costs involved in changing mobile provider are contractual switching costs. Many mobile phones are sold with a minimum 12-month contract during which time the consumer would have to pay an early exit penalty for terminating the contract. (Patrick and Dimitri, 2008).

2- Credibility

Credibility can be defined as the believability of the information. If the information is credible, then they are described as being trustworthy and having expertise (Fogg and Tseng, 1999). Credibility of any firm or organization consists a part of positive firm's image or reputation. The firm's image is the totality of impressions that a firm makes on the minds of consumers (Pope and Voges 1999). A firm's credibility can be damaged when it is suspected of producing dangerous or inferior products, when it lies to consumers or others, or when it is reported to be in violation of legal or ethical norms.

3-Value Congruence

Values can be “criteria used to make decisions, set priorities and develop strategies” (Hultman & Gellerman, 2002, p. 80). (Hultman & Gellerman ,2002, p. 80) define value as “a conception, explicit or implicit… of the desirable, which influences the selection from available modes, means, and ends of action”. They added that values can be “criteria used to make decisions, set priorities and develop strategies. Value congruence fosters collaboration and can be considered a proactive strategy for conflict management (Fitzpatrick, 2007). (As Sandow and Allen, 2005) explain, “it is easy to agree on words, however, the difficulty is in developing a shared meaning for our words” knowing it.

4-Relational Value

Relational values pertains to how customers assess the benefits and effectiveness of the working relationships with one supplier relative to alternative suppliers .(According to Ulaga, 2003) relational value is the “interpersonal aspects of a relationship” and is usually derived from social

bonds between business buyers and suppliers. The concept of relational value captures the interpersonal working relationship process where both parties communicate and interact to find effective ways of doing business together

(Olkkonen, 2001) indicated that relational value is generally created by both buyer's and supplier's personnel working closely together, investing time, effort, and resources to identify and develop mutual specifications. They develop interpersonal aspects of the exchange relationship, or social bonds through mutual investments, specifications, and adaptation. It is recognized that the quality of the interpersonal relationship between the buyer and the salesperson can affect the quality of the relationship between the buyer and the selling company. The interpersonal relationship between the salesperson and the customer can have a substantial impact on repurchase intentions, willingness to recommend the provider to other potential customers, and to provide referrals (Johnson et al. 2003).

5-Lack of attractive alternatives:

Refers to customer perceptions regarding the extent to which viable competing alternatives are available in the marketplace (Jones et al., 2000). (Patterson and Smith, 2003) commented the existence of alternatives as a key factor for switching. (Sharma and Patterson, 2003) reported that when viable alternatives are lacking, the probability of terminating an existing relationship decreases. They added that hand, when customers perceive the existence of several attractive alternatives, it is more likely that they will switch.(Patterson and Smith, 2003).Indicated that if dissatisfied customers are unaware of the existence of other attractive alternatives, or if they simply does not perceive them as any more attractive than the current relationship, then they are likely to stay in that relationship, even when it is less than satisfactory.

Switching Decision

(Roos, 1999) distinguishes three determinants of switching decisions: pushing determinants (the reason to switch to another supplier), pulling determinants (factors that motivate the customers to come back to the original supplier) and swayers (they do not cause switching by themselves; they can only mitigate or strengthen the switching decision).

(Bansal et al. 2005), establish a model of customers' switching behavior that identifies the process by which customers decide to switch service providers. They distinguish push, pull and mooring variables that are central to the switching process.(Ganesh et al. 2000) shows that switchers differ from stayers in aspects such as satisfaction, involvement and loyalty. Consumers may make some decision errors in their switching decisions. These errors have important consequences for consumer protection and competition authorities; they damage consumers' welfare directly by limiting their ability to trade with

the firm offering the highest surplus on the market, but they indirectly reduce total consumer welfare by increasing market power. (Gabaix et al 2005). Previous studies have found evidence of under-switching errors where a consumer does not switch despite apparent benefits available from doing so and over-switching errors where a consumer switches despite making losses from doing so; and inaccuracy when a consumer makes a surplus improving switch, but makes an error in the choice of destination firm by not choosing the firm which offers the highest available market surplus (perhaps as a result of search costs). Previous studies provide evidence that mistakes are much more likely to arise from fully optimal behavior with incorrect beliefs or information, rather than a cognitive failure to make an optimal decision. Economides et al (2005) suggest that switching errors result from consumers' perceptions of quality differences between firms.

Table (2.2)
A summary of the Literature Review Regarding Switching Barriers that Impact Consumer Switching Decisions *

Author (s) Year	Title	Country/ Sample	Purpose	Major finding
Celso et al (2009)	The different roles of switching costs on the satisfaction-loyalty Relationship	Brazil 7,461	To develop and empirically test the antecedent, mediating and moderating role of switching costs on the relationship between satisfaction and loyalty	switching cost is a significant antecedent of both attitudinal and behavioral loyalty; the mediating effect of switching cost is stronger in the relationship between satisfaction and attitudinal loyalty; and the moderating effect of switching cost is stronger in the relationship between satisfaction and behavioral loyalty
-Juan et al , (2009)	The role of (personal) network effects and switching costs in determining mobile users' choice	Spain	The study aimed to investigate the role of personal network effects and switching costs in explaining customer choice in the Spanish mobile telecommunications industry	. The study also found that relationship characteristics (length, depth and breadth) and demographics differently affect personal network effects perceptions and consumer switching behavior
Joseph and Joachim (2009)	Switching cost and customers loyalty in the Mobile phone market : the Nigerian experience	Nigeria	The study aimed to examine switching cost and its relationships with customer retention, loyalty and satisfaction	the study finds that customer satisfaction positively affects customer retention and that switching cost affects significantly the level of customer retention. However, the effect of switching barriers

* This table is derived from the previous studies by the researcher

				on retention is only significant when customers consider to exit.
Dong and Won (2008)	Forecasting customer switching intention in mobile service: An exploratory study of predictive factors in mobile number portability	USA	The study aims to identify variables that contribute to customers' switching in the mobile market;	The findings indicate that customer satisfactions, and switching barriers had the most significant influence.
-Patrick and Dimitri (2008)	Switching costs and consumer behavior: implications for telecommunications regulation		The study aimed to examine the extent to which telecommunications consumers decide to switch and why	The study concluded that regulation should require that communications service providers ensure that switching is fast, cheap, predictable and reliable and that consumers are able to switch with minimum difficulty and delay.
Gilles (2007)	Customer switching resistance, the effects of perceived equity, trust and relationship commitment	1999	The study attempts to understand why or why not customers resist switching service providers when a critical incident occurs	The findings demonstrate that customer switching resistance mainly depends on the type of critical incident which occurs.
-Dong and Won (2007)	Mobile number portability on customers switching behavior: in the case of the Korean mobile market	Korea	This study seeks to investigate the effect of mobile number portability on mobile subscribers in Korea	The study found that those subscribers perceive the switching barrier still as high, discouraging subscribers from switching.
Shen and Kim (2007)	Forecasting consumer switching intention in mobile service: An exploratory study of predictive factors in mobile number portability".	US	This study investigated switching barriers under the mobile number portability in the U.S. mobile market	The findings, however, implied that subscribers still perceive switching barrier high, discouraging them from switching.
Markus et al (2007)	Switching Barriers in the Four-Stage Loyalty Model	Germany 589	The study aimed to analyze the moderating effects of switching barriers	The results found that switching costs, social benefits, and the attractiveness of alternatives are important moderators of the links in the four-stage loyalty model.
Annie (2006)	Customer value and switching costs in business services:		The study aimed to examine the concept of customer value and its role in building switching costs	The study findings show that economic value and the value obtained from relational and support aspects of a service

	developing exit barriers through strategic value management		perceptions	exert strong positive impact on customers' perceptions of switching costs and thus serve as barriers to exit
Ranganathan et al (2006)	Switching behavior of mobile users: do users' relational investments and demographics matter	30590	The study aims to examine the switching behavior of mobile users who are not under any contractual obligations to stay with a provider	The study results support significant associations between mobile users' service usage, service bundling and their switching behavior. It also reveals the influence of age and gender on mobile user switching.
Juan et al (2006)	the impact of customer relationship characteristics on customer switching behavior Differences between switchers and stayers	UK	The purpose of this research is to show how relationship marketing has recognized the importance of building long-term relationships in increasing firms' profitability and guaranteeing their future viability	The results show that the length, depth and breadth of relationships help to determine customers' propensity to switch fixed-telephone suppliers. Customers who maintain a long-lasting relationship with the firm length, use the service more depth, and invest in complementary services breadth will be less predisposed to switch.
Serkan et al (2005)	How switching costs affect subscriber loyalty in the Turkish mobile phone market	Turkey, 1,662	The study aimed to measure the effects of customer satisfaction and trust on customer loyalty, and the direct and indirect effect of "switching cost" on customer loyalty	The findings show that the switching cost factor directly affects loyalty, and has a moderator effect on both customer satisfaction and trust.
- Sidhu (2002)	Canadian Cellular Industry: Consumer Switching Behavior	Canada	This study outlined the cellular industry conditions and studied the causes of consumers switching behavior	*the results of the study showed that TELUS mobility should effectively enhance its consumers retention and build long-term client relationship
-Michael et al (2000)	Switching Barriers and Repurchase Intentions in Services		The study proposed that switching barriers are important factors impacting a customer's decision to remain with a service provider	. The results indicated that the influence of core service satisfaction on repurchase intentions decreases under conditions of high switching barriers

2.3 Model Building

This study has two main variables that impact the customer switching behavior. The first variable concerned with motives that push or attract customer to move from provider to another. This variable is subdivided to 7 sub variable as shown in the table (2.4) while the second independent variable

is switching barriers that affect or hinder the customer from moving to another service providers such variable is also 4 sub variables, There is also a third moderating behavior that includes the demographic variable of research sample.

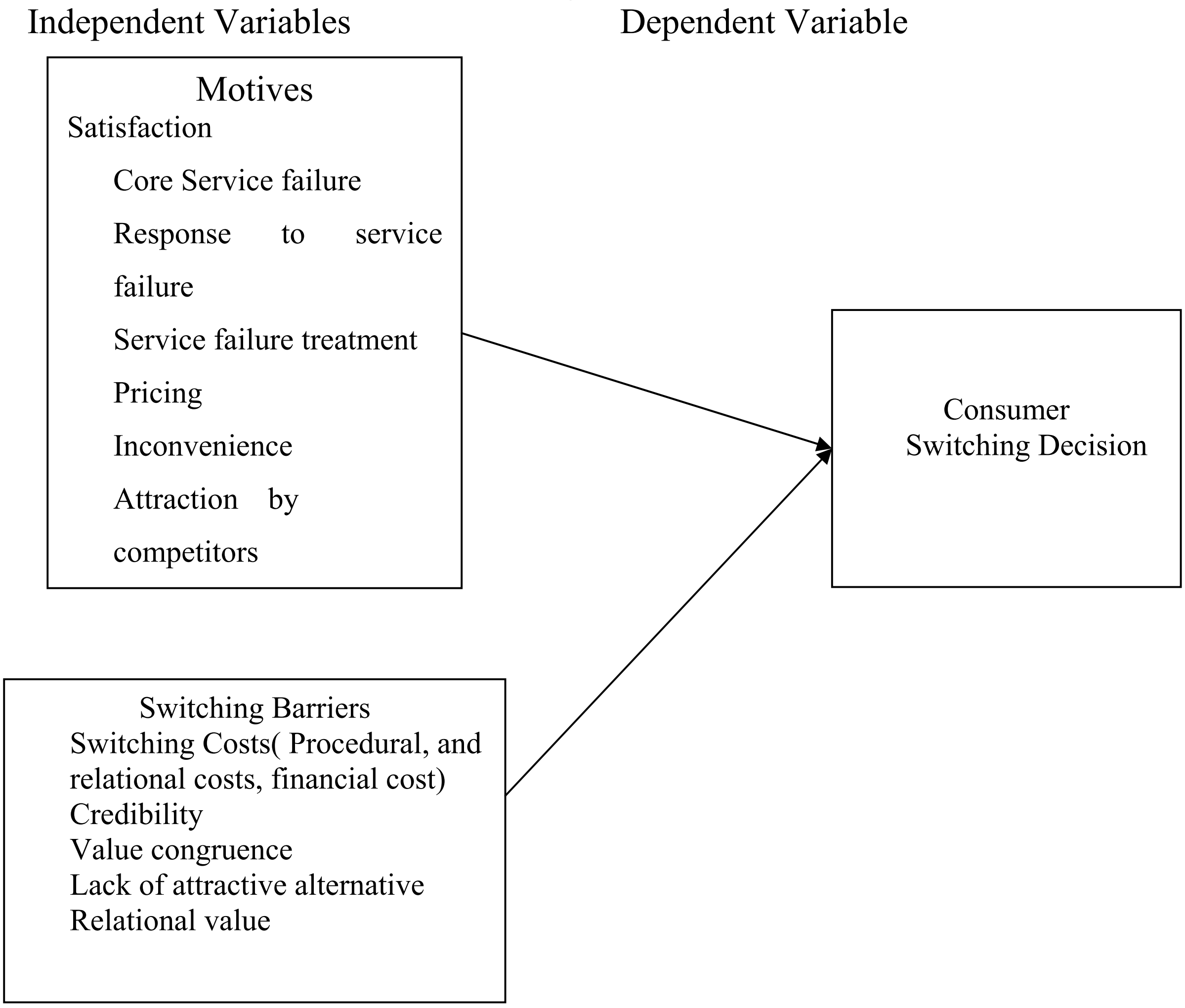
Table (2.3)
Sources of Factors Used in the Research

Variables	Previous Studies
A-Motives	
Satisfaction	Liu , 2008 , Moon et al 2004
Core Service failure	Keaveney, 1995,Sidu, 2005
Response to service failure	Sidhu, 2005
Service failure treatment	Sidhu, 2005
Pricing	Smith et al., 2000,Keaveney ,1995 Kathleen 2007
Inconvenience	Sidhu, 2005, Taylor ,1994
Attraction by competitors	Sheth and Parvatiyar Jones et al. 2000, Patterson and Smith 2003
B- Switiching Barriers	
Switching Costs(Procedural, and relational costs, financial cost)	Yanamandram and White, 2006). Jones et al., 2000, Burnham et al., 2003,Grzybowski 2004
Credibility	Fogg and Tseng, 1999 ,Pope and Voges 1999
Value congruence	Hultman & Gellerman, 2002, Fitzpatrick, 2007.
Lack of attractive alternative	Jones et al., 2000, Patterson and Smith (2003.
Relational value	Ulaga, (2003)
C- Switching Decision	Roos ,(1999), Bansal et al (2005)

2.4 Study Model

For the purpose of investigating the factors that affect consumer switching behavior. the researcher used several studies that handled the research topic. The model is divided to four main variable, the first is the motives which includes (Satisfaction ,Core Service failure, Response to service failure ,Service failure treatment ,Pricing, Inconvenience and Attraction by competitors).The second is the switching barriers that includes (Switching Costs: Procedural, and relational costs, financial cost, Credibility, Value congruence, lack of attractive alternative, Relational value) and finally is the switching decision. Figure (2.2) shows the research model:

Figure (2.2)
Study Model



2.5Hypothesis development

For the purpose of investigating the factors that affect consumer switching decisions the researcher place many hypothesis to find the variable that affect the customer switching behavior as follows:

Switiching behavior is affected by two main groups of factors, the first group is represented by motives that push customer to move from service provider to another one, and the second is switching barriers that hinder the customer from moving from service provider to other one .Therefore study's main and sub- hypotheses are shown in table 2.4:

First Main Hypothesis: There is no impact of switching motives on consumer switching decision

For more illustrations the impact of motives on switching decisions have been investigated on each variable of switching on Switiching decision.

There are many motives that can encourage the customer to move from the current provider to another one such as:

1-Satisfaction

Satisfaction plays a major role in switching behavior since satisfied customers are likely have less intention to other provider. This notion is supported by (Oliver, 1997) who argued that satisfaction is both an evaluative and an emotional response to a service encounter.Therefore the researcher placed the following hypothesis in this concern

H01: There is no impact of customer satisfaction on consumer switching decision

2-Core service failure

Core service failure is the second factor of motives that may push the customer to move to other service provider .Core service failure includes two mistakes, billing errors and service catastrophes. Core service failure is deemed one of the major reasons for switching in service sector. Core service failures involve all critical incidents that were due to mistakes or other technical problems with the service itself". (Keaveney, 1995, p. 76). Therefore service failure has an impact on consumer decision. So the second sub hypothesis can be as follows:

H02: There is no impact of core service failure on consumer switching decision

3-Employee's response to service failure

Employees response to service failure forms the third motive that also encourage customer to move from the current provider to other one .employee response to service failure includes reluctant responses, a failure to respond or patently negative responses; responding appropriately to customer needs after a service failure may mean that service provider are likely to retain more customers and build brand loyalty amongst existing customers. Therefore the study proposes the following hypothesis:

H03 There is no impact of employee's response to service failure on consumer Switiching decision

4-Service failure treatment

The failures here are related to human factor. Employees who treat consumers in bad manner, ignoring their demands not caring and irresponsive may cause dissatisfaction among service provider consumers moreover incompetent employee can contribute and become a main factor to consumer

switching (Sidhu, 2005).So the researcher proposes that service failure treatment impact customer decision as follows:

H04 There is no impact of service failure treatment on consumer switching decision

5-Pricing

Price plays a major role in customer behavior either in positive or negative manner, since when customers are dissatisfied with the value for money or perceive the price to be unfair, their intention will be to switch suppliers (Homburg et al., 2005).(Bansal et al. 2005) argued that among the reasons consumers switch suppliers, price-related issues are important. Buyers will be conscious of the savings opportunities that other options provide, and the chance to make savings can become a substantial concern (Wathne et al., 2001), and the motive for an immediate switch. The researcher proposes that price has impact on customer decision as follows:

H05: There is no impact of pricing on consumer switching decision

6-Inconvenience

The sixth factor that motivate customer to switch to other provider us the inconvenience which includes: location, opening hours and waiting too long either for an appointment or for delivery. When customers are kept waiting , inconvenient working hours of an organization , inconvenient location of the organization providing products or service ,all of which encourages the customers to switch (Kristina and Arvada's , 2009)..Operation hours and store locations are not the major causes of inconvenience in mobile industry, since most of mobile services centers are opening for at least 15 hours per day. Moreover all mobile services providers have many independent dealers located in different areas in the city which in their turn provide the consumer of some services and which facilitate the consumer visit. It is worth to mention that waiting for services can be deemed as a major cause for switching especially when the consumers do not know how long the waiting time for service will take, (Sidhu, 2005, p19).So the researcher propose that inconvenience impact customer's decision :

H06: There is no impact of inconvenience on consumer switching decision

7-Competitor's attraction

It is recognized that the degree of knowledge about the competition plays an important role in customer behavior. (Sheth and Parvatiyar, 1995) affirm that consumers' fundamental motive for choosing only some of the available alternatives is to reduce the complexity of the purchase process, and thereby facilitate information processing. Although consumers seek routine selection processes, tiredness or saturation also lead them to seek other alternatives or extra information, which motivates them to switch suppliers. In short, the

degree of subjective knowledge of better alternatives, individuals' perception of how much they know about the alternatives (Caprapo et al., 2003), is a basic condition of repurchase, or conversely relationship termination. The researcher here also proposes that competitor attractiveness impact customer decision.

H07 There is no impact of competitor's attraction on consumer switching decision

Switching Barriers

For service industry it is important to understand why dissatisfied customer's may not switch to other service provider and what are the main factors that play a major role in preventing customer to switch to other service provider.(Julander and Soderberg, 2003) proposed that switching barriers can be seen as positive or negative. Switching barriers are defined as the consumer's assessment of the resources and opportunities needed to perform the switching act, or alternatively, the constraints that prevent the switching act.(Keaveney's, 1995).The researcher proposes that there are many barriers that affect customer behavior and prevent customer from switching to other providers as follows:

Second Main Hypothesis: There is no impact of switching barriers on consumer Switiching decision

To test this hypothesis it was divided to sub hypothesis according to the barriers type as follows:

1-Switching costs

Switching costs are the number of different factors consumers need to take into account when choosing a mobile provider could create considerable search costs for consumers. Switching costs are one of the most important Switiching barriers. They are defined as the cost of changing services in terms of time, monetary ad psychological costs (Dick and Basue, 1994). Switiching cost can also create a dependence of the consumer on the provider. Switiching costs may be in the form of termination cost from current service provider to joining costs with th alternative service provider. Dissatisfied consumer may remain because of high Switiching costs (Mark and Bode, 2001).

Switching costs should have no effect on customer desire to switch but would be expected to reduce the likelihood of the switch being made. Switching costs are expected to impact on the relationship between the desire to switch and the likelihood of doing so, such that customers are less likely to switch despite wanting to do so when switching costs are higher. This should apply for switching costs overall, but may also apply for one or more individual categories of switching cost. This leads to the hypotheses to be tested in this study.

H01: There is no impact of switching costs (procedural relational and financial costs) on consumer Switiching decision

2. Credibility

Credibility is deemed the second barrier that prevents customer from switching or reduce his desire from switching to other providers .Credibility of the firm forms a part of positive firm's image or reputation. It is the impression that a firm makes on the minds of consumers (Pope and Voges 1999). The researcher proposes that credibility has a positive impact on customer switching behavior by reducing the possibility of switching to other provider.

H02 There is no impact of credibility on consumer switching decision

3-Value congruence

The researcher proposes that value congruence's impact the customer behavior and consists one of the barriers that prevent switching to other providers .Value congruence refers to the similarity between consumer's own personal values and his or her perceptions of the service brand value (Macmillan et aal, 2005) Values can be "criteria used to make decisions, set priorities and develop strategies" (Hultman & Gellerman, 2002, p. 80). As Sandow and Allen (2005) explain, "it is easy to agree on words, however, the difficulty is in developing a shared meaning for our words .Action theory suggests that basic values must be present if meaningful cooperation is to occur. Basic means the most fundamental orientations toward oneself and others, such as whether one is self-transcendent or self-enhancing. (Fitzpatrick, 2007) explains that "most people are unaware of their deeply held beliefs and values".

H03 There is no impact of value congruency on consumer switching decision

4-Lack of attractive alternatives

The existence of alternatives is considered as main factors for switching .Lack of attractive alternatives refers to customer perceptions regarding the extent to which viable competing alternatives are available in the marketplace (Jones et al., 2000). Researchers have shown that when viable alternatives are lacking, the probability of terminating an existing relationship decreases. On the other hand, when customers perceive the existence of several attractive alternatives, it is more likely that they will switch. (Jones et al., 2000; Sharma and Patterson, 2000).

H04 There is no impact of lack of attractive alternatives on consumer switching decision

5-Relational Value

The relational value is the interpersonal aspects of a relationship and is usually

derived from social bonds between business buyers and suppliers. The researcher proposes that relational value also has an impact on customer switching behavior as follows:

H05 There is no impact of relational value on consumer switching decision

Table (2.4)
Summary of Study Hypotheses

First Main Hypothesis : There is no impact of switching motives on consumer switching decision
H01: There is no impact of customer satisfaction on consumer switching decision
H02 There is no impact of core service failure on consumer switching decision
H03 There is no impact of employees response to service failure on consumer switching decision
H04 There is no impact of service failure treatment on consumer switching decision
H05 There is no impact of pricing on consumer switching decision
H06 There is no impact of inconvenience on consumer switching decision
H07 There is no impact of competitor's attraction on consumer switching decision
Second Main Hypothesis": There is no impact of switching barriers on consumer switching decision
H01: There is no impact of(procedural , relational and financial costs)on consumer switching decision
H02 There is no impact of credibility on consumer switching decision
H03 There is no impact of value congruency on consumer switching decision
H04 There is no impact of lack of attractive alternatives on consumer switching decision
H05 There is no impact of relational value alternatives on consumer switching decision

Chapter three
Design and Methodology

3.1 Research Design

In this research the quantitative research approach was used, since it is more suitable than qualitative research approach, because the deductive theory will be used to test the hypotheses derived from the literature review.

3.2 Population and Sampling

3.2.1 Organizational Background

The Ministry of Post, Telegraphs and Telephones was established in 1976, taking over responsibility for post and telecommunication and became operator and regulator of telephone services. In May 1998 the operational responsibilities were handed over to the newly formed Saudi Telecom Company (STC). Mobile communications networks were shifted to the newly established company. STC Launched GSM services under the name of Aljawal.

Mobily is the second GSM mobile operator .Mobily is the trade name of Saudi Arabia's second Telecommunications company, Etihad-Etisalat consortium. The company provides mobile telecom services nationwide, breaking Saudi Telecom's monopoly in the wireless business. Since entering the Saudi market Mobily adopted a solid expansion strategy, based on direct and indirect sales channels. It is rapidly acquired subscribers. This strategy allowed Mobily quickly expanding and establishing the Mobily Brand throughout Saudi Arabia, and as a result achieving its set target for 2006, both in terms of sales and revenue targets. Mobily the second operator company has been the fastest growing operator with 38% growth of its installed base between 2006 and 2007. It is the second biggest operator in the country with a market shares of 29% this quarter.Etihad Etisalat Company (Mobily) offers its services across Saudi Arabia through two main divisions: Personal and Business. The Personal division offers mobile pre-paid and post-paid lines subscription plans, short messaging services (SMS) and multimedia messaging services (MMS), voice and video calls services, roaming and international services, mobile devices retailing, Internet solutions such as mobile broadband services and home broadband services, mobile Internet services and Internet rooming. The Business division offers business development services, such as business sales consultancy and corporate customer care services; Internet services; telephony and messaging services; connectivity services, and hosting and managed services across the Kingdom of Saudi Arabia. (Tine, 2010).

The number of mobile-phone users in Saudi Arabia was set to rise to 22 million in 2009 from 10 million in 2002. Oil-rich Saudi Arabia, offers particularly good opportunities for mobile phones. The mobile penetration rate in the KSA is approximately 31% and is expected to be more than double over the next few years.

3.2.2 Population

Population refers to the entire groups of people, events or things of interest that the researcher aims to investigate (Sekaran, 2004). In this research customers of one of the major mobile telecommunication firms (Itihad, and Itisalat" Mobily") in Saudi Arabia were used as the targeted study population.

The population number is hardly to know due to large number and no records can be obtained from the mentioned company.

3.3 Sample Selection

Saunders et al (2003) indicated that the need for sampling is to collect the required data for research questions.

Customers of one of the major mobile telecommunication firm Mobily in Saudi Arabia were used as the targeted study population. A sample was selected from the targeted population .However, the study is limited to customers of this mobile telecommunication companies. A convenient sample size of 700 was chosen, 644 were returned, and 29 one were rejected because they were not complete, as such 615 questionnaires were used for this study that is 88. % response rate.

3.4 Data Collection Method

Saunders, et al, (2003), indicate that there are two types of data collection, secondary data and primary data. Both primary and secondary data were used in this study.

Secondary data is defined as the data which was collected before and assembled by persons or agencies for purposes other than solving the problem at hand. Secondary data include both quantitative and qualitative data and can be used in descriptive and explanatory as well. (Saunders et al., 2003, P: 189) Secondary data can be collected from various resources such as: books, journals newspapers, and the internet. The main advantage of secondary data is saving time and money since it's much less expensive to use secondary data than to collect the same. (Saunders et al., 2003, P: 200).

Secondary data in this research were collected from references, books, journals, thesis and articles in addition to the internet. The collected secondary

data was helpful for designing the hypothesis, questionnaire and building the theoretical part of the study.

(Saunders et al, 2003) stated there the main collection techniques for obtaining primary data: experiments, observation, questionnaires and interviews. A questionnaire was used in this study for the purpose of collecting primary data.

Table (3.1)

Variables Measurement: Operational Definition and Scales

Variable	Operational Definition	Sources	Items
Satisfaction	It is the measure of how products and services supplied by a company can meet or exceeds consumers' expectations.	Kotler,2000, Oliver 1997	1-5
Core Service failure	It means that the service or product couldn't reach the expected level because some fault happened in one link of service delivery	Mueller et al., 2003. Keaveney, 1995.	6-9
Employees response	The responses and actions to the defects or failures that the service providers adopted namely service recovery	Grönroos, 1988, 1990. Sidhu, 2005	10-14
Service failure Treatment	The dissatisfaction of consumers when they experienced service failure without timely and effective recovery strategy	Andreassen, 2000)	15-19
Pricing	The creation of a price that provides value for the customer while maximizing gain for the organization	Balabnis et al. 2006, Smith et al ,2000	20-26
Inconvenience	Inconvenience includes location, opening hours and waiting too long either for an appointment or for delivery	Sidhu, 2005, Taylor ,1994	27-33
Attraction of competitors	The attractiveness of alternatives refers too the level of services expected in one's best available alternative to the present provider	(Jones, 1998.)	34-39
Switching barriers	Any factors that makes it difficult or costly for customers to change providers	Jones s et al,2001,	40-70
Switiching Costs (Procedural Costs and financial cost)	costs that consumers associate with the process of switching from one supplier to another	Burnham et al., 2003	40-51

Credibility	It consists a part of positive firm's image or reputation	Pope and Voges 1999	52-54
Value Congruence	Value is a criteria that used to make decisions	Hultman & Gellerman(2002	55-57
Lack of alternatives	Refers to customer perceptions regarding the extent to which viable competing alternatives are available in the marketplace	Jones et al.,2000	58-60
Relational Value	It refers to the interpersonal aspects of a relationship and derived from social bonds between business buyers and suppliers	Ulaga, (2003)	61-64
Switching decision	switching is a progressive process by which customers disengage from the established Relationship and allocate more and more of their expenses to competitors	Gilles ,2007	65-67
Staying Decision	It refers customer decision to stay with the current provider	Gilles ,2007	68-70

3.5 Analysis Technique

Data analysis was performed through using the statistical Package 16.0 version for Windows (SPSS) .All gathered data were coded. The mean scale rating of the level of agreement was used to analyze the survey questions. In order to classify the degree of agreement of the variables, the mean scores were categorized into intervals follows:

1+1.33 =2.33 disagree,

2.33 + 1.33 = 3.66 agree

3.66 And more = strongly agree

The obtained data were analyzed using SPSS statistical package for Social Sciences.

Descriptive statistics (frequencies, percents, means and standard deviations were computer. T –test and. One way ANOVA analysis at 5 percent significance level was further conducted for the confirmation of agreement.

3.6 Instrument Validity and Reliability

3.6.1 Validity

Validity reflects whether or not the findings measure what it is supposed to be measure (Bell, 1999). Validity is the degree that testing can assess what the researcher is trying to assess. The most important aspect of validity is that it checks to see if the measurement tool and procedure is free from semantic

and accidental errors. The entire questionnaire was subjected to face validity. Senior university academics specializing in marketing validated the instrument. The comment of such academics led to a number of changes in the instrument items. Therefore some items were eliminated or added to form the final form of the questionnaire.

3.6.2 Reliability

Gathered data were subjected to Cronbach's alpha analysis to determine the reliability of the research measures. Cronbach’s alpha coefficient served as additional evidence of convergent validity.

Table (3.2) shows values of Cronbach's Alpha for each variable and the entire questionnaire; and indicate high reliability of each field of the results were in the ranges from 61.9 – 93.7. This range is considered acceptable; and this assures the reliability of the questionnaire. Cronbach’s Alpha equals 93.7 for the entire questionnaire indicating a very good overall reliability.

Table (3.2)

Instrument Reliability

Variable	Cronbach’s *a*
First : independent Variables	
Satisfaction	91.4
Core Service failure	79.4
Employees response	87.8
Failure Treatment	76.5
Pricing	92.2
Inconvenience	87.7
Attraction of competitors	93.1
Procedural Costs	70.9
Financial cost	62.4
Credibility	92.6
Congruence	83.6
Lack of alternatives	79.8
Relational Value	61.9
Second : Dependent Variable	
Switching decision	90.6
Staying Decision	85.4
3-The entire questionnaire	93.7

Chapter Four
Data Analysis and Research findings

The purpose of this chapter is to analyze the data collected by the questionnaire; the questionnaire was addressed to Mobily consumers in Tabok. They were asked to answer the questionnaire based on their own experience. Of the 700 questionnaire distributed among company's consumers 615 questionnaires were subject to analysis (response rate is 88%).

4.1 Descriptive Analysis

The analysis of the data gathered through the self administrated questionnaire of the responding sample revealed the following results in terms of sample, gender, age, educational level, monthly income and years of dealing with the company:

Table (4.1)
Frequencies and Percentages of Respondents according to their Demographic variables

Variable	Frequency	Percentage%
Gender		
Male	447	72.7
Female	168	27.3
Age		
Less than 25 years	73	11.9
25- 35 years	197	32.0
36 to -45 years	164	26.7
46+	81	29.4
Educational level		
Less than Bsc.	225	36.6
BSc.	241	39.2
Master	127	20.7
PhD	22	3.6
Monthly Income		
Less than 5000 RS	--	--
5000 to less than 7,500 RS.	82	13.3
7,500 to less than 10,000 RS.	117	19
10,000 to less than 12,500	227	36.9
12,500 to less than 15,000 RS	119	19.3
15,000 +	70	11.4
Years of dealing with the company		
Less than 3 years	313	50.9
3- 6 years	215	35
6+	87	14.1

Table (4.1) indicates the following:

1. In terms of gender 72.7 % of the respondents were males, while 27.3% were females .The results indicates that the majority of the sample are males, this means that the Saudi community is man society as other Arab societies in addition to the community tradition in the Saudi community.
2. As for age 11.9% were less than 25 years, 32% percent were between 25 - 35 years, 26.7% were between 35 to 45 years and finally 29.4 % were above the age of 45 years. This means that the majority of sample's subjects were less than 35 years and they are youth .The results indicate that the majority of the consumers are youth who are the largest population part who use mobile service.
3. As for the educational level of the respondents, 36.6 % had less than secondary school .39.2 % had Bachelor degree, and20.7 % had master degree and finally 3.6 % had PhD .This means the majority of the sample had university degree.
4. In terms of monthly income, 13.3% their monthly income is ranging between (5000- to less than 7, 500 RS), 19 % of the sample their monthly income ranges between (7,500 to less than 10,000 RS), 36.9% of the sample their monthly income is ranging between (10,000 to less than12,500 RS) 19.3% of the sample their income is ranging between (12,500 to less than 15,000 RS) and finally11.4 % of the sample their income is (15,000 RS and more).These results indicate that the majority of the sample's monthly income is less than 12,500 RS.
5. With respect to years of dealing with the current provider, 50.9% of sample are dealing with current provider for (less than 3 years), 35 % of the sample are dealing with the current provider within (3 to less than 6 years), 14.1 % of the sample are dealing with current providers for (6 years and more).

4.2 Hypotheses Testing

1-Multincolinearity: Variance Inflation Factor and tolerance

To analyze multicolinearity, two types of measurement of measurement can be used: the first one is variance inflation factor and the second one is tolerance. Tolerance which is the amount of variability of the selected independent variables not explained by other independent variables as measured by (1- R square) and the variance inflation (VIF) which measures how much the variance of the estimated regression coefficients are inflated as a result of being related to the other independent variables as measured by the formula of (1/ (1- R Square). The tolerance threshold is above 0.10 and the VIF threshold is less than 5-10 (Xhang and Dhaliwal , 2009).

This study used one diagnostic method for the purpose of assessing the degree of multicolinearity which is the VIF. If the value of variance inflation factors were more than 10, then serious problem would appear and create questionable of regression results.

The value of tolerance and its inverse, the variance inflation factor (VIF) were calculated. The objective of using such test is to reduce correlation coefficient values between variables and reduce tolerance values, which in its turn illustrates the none exist Nance of revenants multi – co linearity problems.

Table below shows the test results:

Table (4.2)
Tolerance and Variance Inflation Factor - VIF

Variables	Tolerance	Vif
Satisfaction	.281	3.559
Core Service failure	.274	3.649
Employees response	.322	3.106
Service Failure Treatment	.332	3.011
Pricing	.505	1.979
Inconvenience	.326	3.070
Attraction of competitors	.179	5.575
Procedural Costs	.372	2.690
Credibility	.337	2.964
Congruence	.220	4.535
Lack of alternatives	.235	4.264
Relational Value	.513	1.949

Table (4.2) shows that all independents' variable tolerance vales are ranging between 0.179-0513, while VIF values are ranging between 1.949 – 5.75. All of which are in the acceptable levels.

2-Normal distribution of the Data:

Skweness is a measure of the asymmetry of the probability distribution of a real-valued random variable. The Skewness value can be positive or negative, or even undefined. Qualitatively, a negative skew indicates that the tail on the left side of the probability density function is longer than the right side and the bulk of the values (including the median) lie to the right of the mean. A positive skew indicates that the tail on the right side is longer than the left side and the bulk of the values lie to the left of the mean. A zero value

indicates that the values are relatively evenly distributed on both sides of the mean, typically but not necessarily implying a symmetric distribution.

Skewness has benefits in many areas. Many simplistic models assume normal distribution; i.e., data are symmetric about the mean. The normal distribution has a Skewness of zero. But in reality, data points may not be perfectly symmetric. So, an understanding of the Skewness of the dataset indicates whether deviations from the mean are going to be positive or has:

1. Negative skew: The left tail is longer; the mass of the distribution is concentrated on the right of the figure. It has relatively few low values. The distribution is said to be left-skewed or "skewed to the left"
2. Positive skew: The right tail is longer; the mass of the distribution is concentrated on the left of the figure. It has relatively few high values. The distribution is said to be right-skewed or "skewed to the right

If Skewness and Kurtosis vales ranged between -1 to + 1 this indicates that there is no Skweness and there is normal kurtosis (Won , 2004) .The two are ways in which researcher can evaluate the data distribution . According to Cao and Dowlatshahi (2005) if Skewness index values range from 2 t- 3 and if kurtosis values range from 7 to 21 so the distribution is non- normal.

Table (4.3)
Skewness Coefficients

Model	Skewness	Kurtosis
Satisfaction	.752	-.229
Core Service failure	-1.126	2.749
Employees response	-.580	-.994
Failure Treatment	1.232	.993
Pricing	-.656	-.737
Inconvenience	.213	.244
Attraction of competitors	-1.092	.455
Procedural Costs	.170	-1.054
Credibility	-.009	1.526
Congruence	-.104	-.542
Lack of alternatives	.461	-.792
Relational Value	-.732	-.359
Second : Dependent Variable	.022	-.920
Switching decision	-.404	-1.694
Staying Decision	.323	-.774

Table (4.3) indicates that Skweness ranged from (-1.126 – 1.232) and Kurtosis ranged between (-1.694-0.993). The results of Skewness and Kurtosis indicate that the research dates are normally distributed .

Before testing the impact of motives and switching barriers on customer behavior , each of which were addressed separately then the total impact is addressed .

Impact of motives on switching decision

The Durbin – Watson covariance of this regression model is 1.419 as mentioned in table (4. 3). According to the rule when the value of Durbin – Watson is close to 2 this indicate that the errors are uncorrelated, so this means that there are no serious autocorrelation (Zhang 2006).

Table (4.4)

Fitness of the model of regression analysis (Independent variables: motives)

Model	R	R2	Adjusted R	St. error of the estimate	Durbin-Watson	F	Sig
1	.806[a]	.649	.645	1.04760	1.419	160.635	.000[a]

Fitness of the model shown in the above table of the multiple regression analysis , R- square is equal to 0.649 , this signifies that 65% of the variance in dependent variable (switching decision) explained by independent variables . The p- value of the model is 0.000 and it is < 0.05, so the model is statistically significant. This leads to the fitness of the model in explaining the achievement of switching decision and means that there are other variables may influence switching decision.

Table (4.5)

T- Value and significance Level (Independent variables: motives)

Model	Un standardized Coefficients		Standardized Coefficients	T	Sig
	B	St. Error	Beta		
(constant)	-.198	.343		-.578	.563
Satisfaction	1.231	.056	.776	22.092	.000
Core Service failure	.094	.103	.032	.915	.360
Employees response	.473	.044	.294	10.780	.000
Service Failure Treatment	-.770	.067	-.407	-11.509	.000
Pricing	-.223	.049	-.140	-4.525	.000
Inconvenience	-.443	.103	-.177	-4.296	.000
Attraction of competitors	.748	.061	.478	12.178	.000

Table (4.5) indicated that the following independent variables (satisfaction, employee response, service failure treatment, pricing, in-convenience, and attraction of competitors) have a significant positive impact on switching decision. The table also shows that (core service failure) has no impact in switching decision.

Impact of switching barriers on switching decision

The Durbin – Watson covariance of this regression model is 1.959 as mentioned in table (4.6). According to the rule when the value of Durbin – Watson is close to 2 this indicate that the errors are uncorrelated, so this means that there are no serious autocorrelation.

Table (4.5)
Fitness of the model of regression analysis (Independent variables: switching barriers)

Model	R	R2	Adjusted R	St. error of the estimate	Durbin - Watson	F	Sig
1	.479[a]	.229	.223	.55088	1.959	36.206	.000[a]

Fitness of the model shown in the above table of the multiple regression analysis , R- square is equal to 0.229 , this signifies that 23% of the variance in dependent variable (switching decision) explained by independent variables. The p- value of the model is 0.000 and it is less < 0.05, therefore the model is statistically significant. This leads to the fitness of the model in explaining the achievement of switching decision this means that there are other variables may influence consumer behavior.

Table (4.7)
T- Value and significance Level (Independent variables: switching barriers)

Model	Un standardized Coefficients		Standardized Coefficients	T	Sig
	B	St. Error	Beta		
(constant)	-1.015	.410		-2.476	.014
Switching Costs	.700	.095	.333	7.389	.000
Credibility	-.477	.157	-.168	-3.042	.002
Congruence	.586	.106	.260	5.513	.000
Lack of alternatives	.284	.102	.134	2.791	.005
Relational Value	.170	.087	.086	1.942	.053

Table (4.7) indicated that the following independent variable (procedural costs, credibility value congruence, lack of alternatives) have a significant positive impact on customer behavior. The table also shows that (relational values) has no impact in switching decision.

(Table 4. 8)
Results of hypotheses testing results summery

Hypotheses	Result
The first Main Hypothesis : There is no impact of switching motives on customer switching decision	
H01: There is no impact of customer satisfaction on switching decision	Rejected
H02 There is no impact of core service failure on switching decision	Rejected
H03 There is no impact of employees response to service failure on switching decision	Rejected
H04 There is no impact of service failure treatment on switching decision	Rejected
H05 There is no impact of pricing on switching decision	Rejected
H06 There is no impact of inconvenience on switching decision	Rejected
H07 There is no impact of on competitor's attraction switching decision	Rejected
Second Main Hypothesis": There is no impact of switching barriers on switching decision	Rejected
H01**:** There is no impact of(procedural , relational and financial costs)on switching decision	Rejected
H02 There is no impact of credibility on switching decision	Rejected
H03 There is no impact of value congruency on switching decision	Rejected
H04 There is no impact of lack of attractive alternatives on switching decision	Rejected
H05 There is no impact of relational value alternatives on switching decision	Accepted

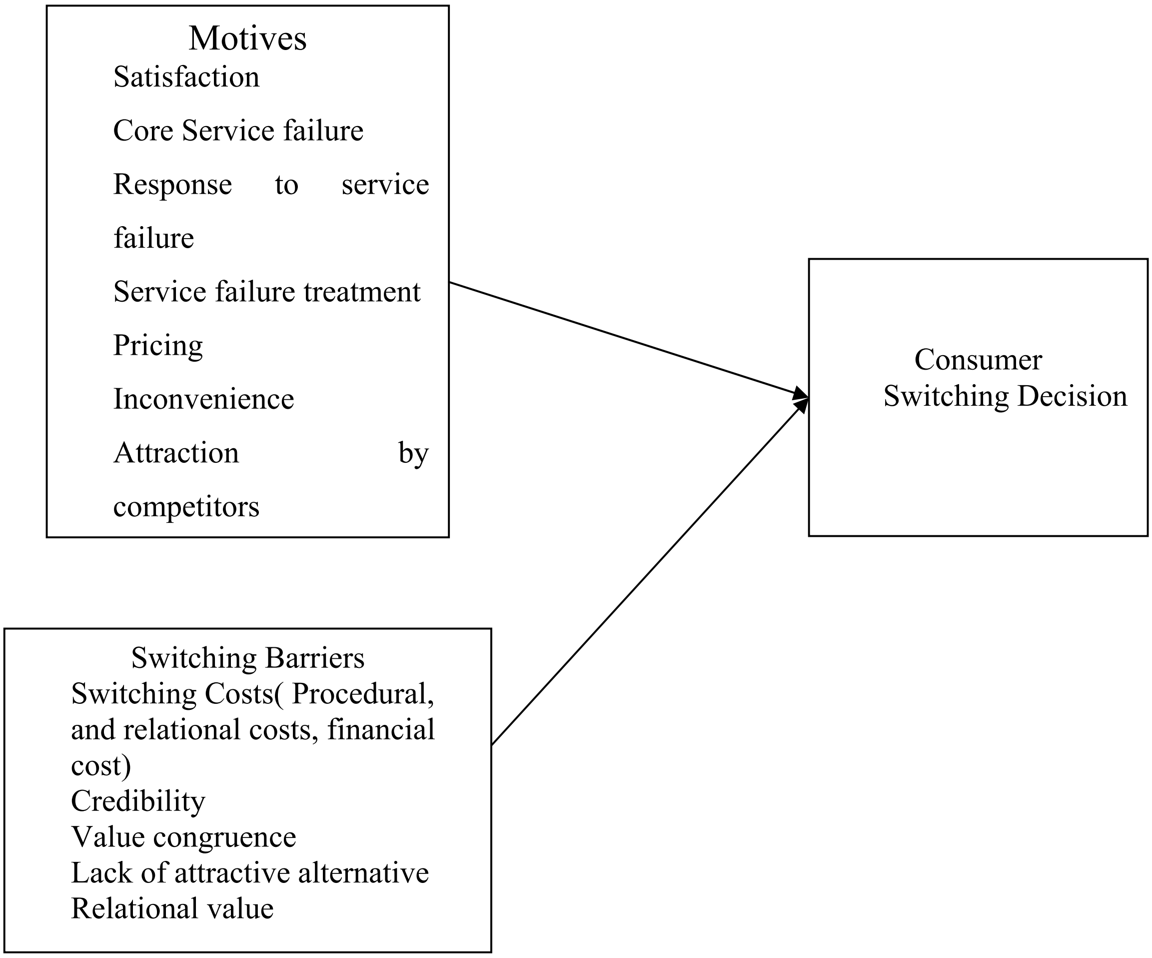
4.3 Study model after testing

The results of the hypotheses mentioned in table (36) indicates that there are two main independent variables that plays a major role on consumer

Switiching behavior , These variables are motives and switching barriers , therefore the study model is not changed as it shown in the figure (4.2).

Figure (4.2)
Study model after testing

Independent Variables **Dependent Variable**



4.4 Findings and Discussions

The research discussed the independent variables that affect customer Switching behavior which were divided into two main variables (motives and switching barriers) each of which was divided to sub variables. The study found the there is an impact of switching motives variables (customer satisfaction, core service failure , employees response to service failure, service failure addressing, pricing , inconvenience, and competitor's attraction)

separately on switching decision. (This result agrees with Shan and Kim 2007, Markus et al , 2007 , Philip , 2004. Joseph and Joachin, 2009).

1. There is an impact of switching barriers variables (Procedural and Relational costs, Financial Cost, Credibility, Value congruency, Lack of attractive alternatives) collectively on consumer decision. This result agrees with. (Joseph and Joachin, 2009, Markus et al, 2007).
2. There is an impact of switching barrier variables (procedural and relational costs, financial costs, credibility, value congruency lack of attractive alternatives) separately on customer switching decision.

4.5 Conclusions

The study concluded various finding regarding the variables that affect positively or negatively the customer decisions in Saudi mobile telecommunication companies.

1-Consumer Switching decision from one mobile service provider to another provider is subject to many motives that may affect consumer to switch to another provider. Although there are some motive that had been addressed in this research , but still there other unknown motives that can drive consumer to switch .

2- In the same time consumer Switching decision is also affected with some barriers that prevent or hinder the consumer from switching to another provider . The research has addressed some switching barriers such as switching cost , credibility, value of congruence and lack of alternative . Also there other barriers that may prevent consumer fro switching to other provider.

4.6 Implications and Recommendations

The research highlights factors that play a major role in consumer switching behaviors in Saudi mobile service providers represented by two major providers (Itihad and Itisalt).

The research discussed switching motives using seven motives, and then switching barriers using five dimensions and switching behavior using two dimensions from all aspects. The research assured the impact of the switching motives on consumer switching behavior. It also assured the impact of switching barriers on consumer switching behavior customer relationship marketing dimension on customer satisfaction. The study also assured the differences of sample's attitudes regarding the switching motives and barriers due to difference in sample's demographic information .In addition to the mentioned above the study assured consumer switching decision mobile services can be directed positively by obtaining more information about

service' consumers. The study indicated that Saudi mobile service providers in general and (Mobily) in particular need to realize the importance of consumers' retention and should evaluate such behavior from time to time.

Customer switching has become a critical issue facing mobile service firms, therefore, it is very important for Saudi mobile service provider to understand the fundamental drivers of switching behavior .

1-Due to high competition in Saudi mobile services providers, mobile service providers are requested to conduct periodical researches regarding customer's satisfaction for the purpose of enhancing the strengths points and correcting the weakest points.

2- Mobile service provides in general and in particular have to mitigate the switching motives to possible limits for the purpose of reducing the switching behavior through handling each motive separately and seeking the reasons behind .

3-Since switching costs consists one of the main reasons that prevent consumers from moving from one mobile provider to another, Saudi mobile service provider .In general and in particular have to reconsider the elements of switching for the purpose of consumers' retention.

4-Mobile service providers in Kingdom of Saudi Arabia need to study carefully the processes determining customers' switching decisions if they are to manage their customer bases successfully.

4.7 Limitations and Future Research

The sample was selected from the capital (Riyadh), so the obtained results cannot be generalized. Other limitation is that the researchers face some problems in distributing the questionnaires for the purpose to collect the sample's responses as much as possible. The third limitation was the financial resources needed to distribute the questionnaire on the firm's consumers in all Saudi cities, which obliged the researcher to distribute the questionnaire in one major city that is Riyadh.

Consumer switching decision in mobile service industry is one of the hot topics for mobile service providers in all parts of the world. The high percent of switching from one provider to another which some times exceeds 50 % in some countries attract many researchers to study such topic in most of world countries. Research related to this topic in developing countries are very rare therefore future research in needed on the local level to cover the whole kingdom for the purpose of finding the main motives and barriers of consumer switching behavior in mobile service industry .

Despite the concluded results of the survey consistent with previous studies, but still there is a need for additional research from other Arab countries in order to assess the generalization of the obtained results.

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Appendix 1
Questionnaire Design

Questionnaire Design

Questionnaire is a quite flexible, inexpensive, efficient and accurate way to assess the information regarding the factors that effect customer Switching behaviour (Zikmund, 2003). Saunders et al. (2003) indicated that a questionnaire is used to collect a large amount of information from the target population and to examine the hypotheses set to this study.

A self administration questionnaire was developed after reviewing the literature review from various references which deal with dissertation topic and related to the study objectives.

The questionnaire consists of three parts. The first part starts with the covering explaining the purpose of this questionnaire, and all respondents were provided with assurances that their responses will be confidential and to be used for the purpose of the research only. The second part attempts to collect participants demographic. The third part consists of all questions related to study topic. Each of which is testing the relevant hypothesis.

The research used a 5-point Likert scales ranging from strongly agree (5) to strongly disagree (1). The questionnaire was divided into four main sections. The first section dealt with the demographic data of the sample, while the second section dealt with motives for switching behavior, the third section dealt with switching barriers while the last section dealt with dependent variable.

Appendix ll

الاستبانة

Faculty of Business Administration
MBA Program
Dear sir.

I' am preparing my Msc. thesis under the title ."**Factors Affecting Consumers Switching Behavior" A Field Study on Mobily Consumers in Tabok"**

You are kindly requested to complete this questionnaire taking in consideration that all collected information will secret and will be used only for scientific research.. Thanks for your kind cooperation

Please accept best consideration
Researcher
Ghazi Alanazi

Part One : Demographic Information

1. **Gender**

Male ☐ Female ☐

2. **Age**

Less than 25 ☐ 25 to 35☐ 35 to 45 ☐ 45 + ☐

3. **Educational Level**

High School or less ☐ Bachelor Degree ☐

Master Degree ☐ Doctorate Degree☐

4. **Monthly Income**

Less than RS 5000 ☐ RS 5001-7500 ☐

RS7501 – 10,000 ☐ RS 10001 - 12500 ☐

RS 12501 - 15000 ☐ 15000+

5.Do You have a mobile phone

Yes ☐ No ☐

6. Who is your current provider, please specify ....

7- Since how long you are with your current provider

Less than 3 years ◻ 3-less than 6 ◻ 6+

Section Two

Below some statements that measure your motives to switch and switching barrier to other service providers. Please tick your response according to the following scale Strongly agree= 5; Agree= 4; Neither Agree nor disagree= 3; Disagree=2; Strongly disagree=1

1- Motives

No	Questions	S. Agree	Agree	Don't know	Disagree	S. Disagree
	First: satisfaction					
1	You are satisfied with the quality of provider's services					
2	You are satisfied with your mobile provider service level					
3	You are satisfied with the customer service you experience with mobile provider					
4	You trust your current service provider					
5	You feel safe with you service provider					
	Second : core Service failure					
6	There are Mistakes in the service itself					
7	There is Technical problem in the service					
8	I face a problem of In accurate billing					
9	There is Delay in the error correction process					

3-Employees response

10	Impolite customer service					
11	Unresponsive employees					
12	Uncaring employees					
13	Incompetent employees					
14	Untrained and empowered employees					
17	Not friendly staff					
	4- Failure in service treatment					
15	Failing to address service failure					
16	Employee reluctant response					
17	Un successful Failure response					
18	Provider representative is not empathetic					
19	Slow in complaint processing					
	5- Pricing					
20	Price is high					
21	The company has Unfair price increase					
22	Unacceptable value of service rendered					
23	Deceptive Pricing					
24	Better deal offer					
25	Un reasonable prices					
26	No variety of price schedule					
	6- Inconvenience					
27	I receive Inconvenient dealership					
28	Service provider's hour operation are not convenient					
29	Inconvenient deal location					
30	Long waiting time for service					
31	Long waiting time for an appointment					
32	Difficulties in subscribing and changing number					

33	Inconvenience in obtaining needed information					
	7-Attraction by Competitors					
34	Competitors have Massive discount					
35	Free replacement phone					
36	Large size of free calls					
37	More services					
38	Reasonable prices					
39	Competitors offers are better than I have now					

2-Switching Barriers

	1- Switching: Procedural and relational and financial costs					
	a- **Procedural and relational**					
40	Having no time to switch to other service provider					
41	Facing difficulties to get used to new service provider					
42	Facing difficulties to get used to new service provider's employees					
43	Obstacles in phone number portability					

	b-Financial Costs					
44	Existence contracts with the current provider					
45	Cost of acquiring new line					
46	Costs incurred in informing other with new number					
47	Cost of finding new service provider					
48	Learning costs of the new providers procedures					
49	Contractual switching cost (companies only)					
50	Loosing the accumulates benefits					
51	Cost associated with changing service provider					
	2- Credibility					
52	You feel confidence with your current provider					
53	You feel secure in dealing with you current service provider					
54	You trust your current provider					
	3- Value congruency					
55	You receive preferential treatment from your current provider					
56	Your current service provider provides you with the best services					
57	You are loyal to your service provider					

	4-Lack of Attractive alternatives					
58	You feel that all service providers are the same					
59	You have no idea what you will get from new service provider					
60	There are few other service providers who are realistic for you					
	5- Relational value					
61	You like the people of your service provider					
62	Your service provider people know you well					
63	You like to build relations with you service provider employees					
64	You enjoy being known by your service provider employees					

Dependent Variable :Customer Switching Behavior

	1- Decision to switch					
65	You intend to switch to other service provider					
66	You decide to switch since your need are not met with the current provider					
67	You are looking for other service provider					
	2- Decision to stay					
68	You are happy with your service provider					
69	You have no idea to switch to other service provider					
70	You are satisfied with your current service provider					